GROWTH BYTES

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(company name) is planning to achieve ($) sales targets, through the following growth strategies

448 M		Mergers & Acquisition	Adding Value & complement
	$	New Product & Categories	Quality Synergy Quantity Value
	$	Organic Growth	Quantity & Value
104 M	$	Current Business	

YEAR

YEAR
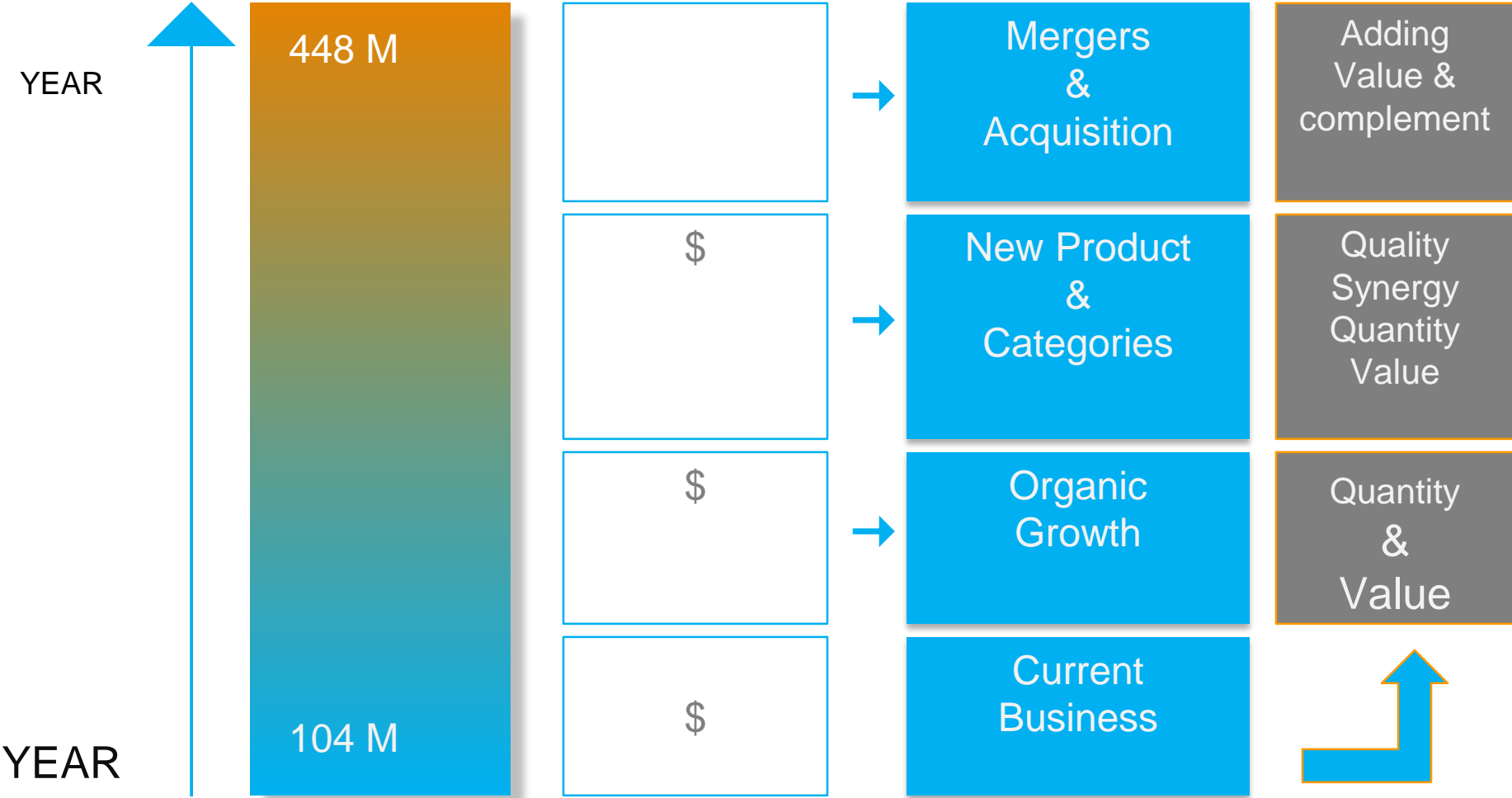
❑ Outlining growth strategy that would realize the 4 X 4 Target

(company name) will achieve its vision through a strategy founded on four concurrent tracks with focus on driving growth and execution capability.

Growth drivers
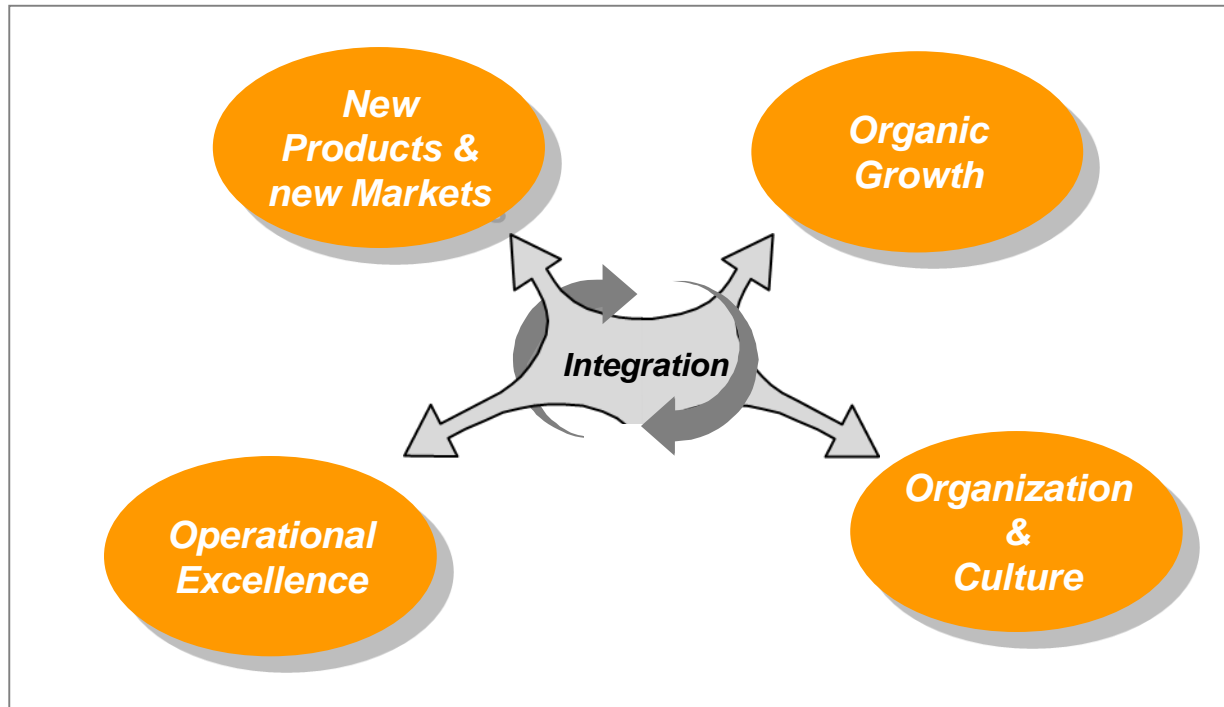
1) New products
- Identify new categories
- Identify new products
- Expand to new markets
- Manage integration
- Align product development with co. Strategy

2) Organic Growth
- Category growth and management
- Channel growth
- Identify new consumer segment
- Hidden fruits: products and potential stars

New Products & new Markets

Organic Growth

Integration

Operational Excellence

Organization & Culture

Executional Capability

3) Operational Excellence
- Strengthen finance and performance management
- Cost leadership
- Marketing and sales effectiveness
- Upgrade people performance
- Value supply chain
- Shared services and leverage economy of scale

4) Organization & Culture
- Introduce corporate structure and governance
- Change culture from production driven to market driven

Executive Summary
Sales Targets

**To achieve 442 Million target, on average,
existing and new categories will have to grow at 91% a year**

Category	2008	2009	2010	2011	2012	Annual Growth	
						Market	**Target**
Vegetable Oil	76.0	90.1	106.9	126.8	150.4	0.7%	18.6%
Biscuit	10.0	15.0	22.4	33.4	50.0	8.0%	49.5%
Juice	4.0	4.8	5.8	6.9	8.3	8.0%	20.0%
Chips & Bofak	10.0	12.0	14.4	17.3	20.7	N/A	20.0%
Hot Sauce	2.0	2.4	2.9	3.5	4.1	N/A	20.0%
Tuna	2.0	4.5	10.0	22.4	50.0	5.0%	123.6%
Sparkling Juices		0.2	0.3	0.6	1.0	-23.0%	68.5%
Frozen Meats					1.1	7.8%	83.0%
Processed Cheese		12.4	19.8	31.7	50.7	1.7%	60.0%
Chocolate & Confectionaries					2.9	5.0%	106.0%
Croissant & Cake & Other		0.6	2.2	7.4	25.2	7.0%	240.0%
Waffles		1.0	2.2	4.7	10.1	N/A	116.0%
Powder Milk		1.8	2.8	4.5	7.1	19.0%	58.0%
Chewing Gum		0.7	2.2	6.7	20.1	1.0%	200.0%
Tomato Paste		4.9	6.2	7.9	10.0	3.8%	27.0%
Rice			2.9	9.5	30.9	6.0%	226.0%
Other					5	N/A	115.5%
TOTAL SALES	104.0	150.4	201.0	283.1	442.6		
Annual Total Sales Growth		45%	34%	41%	56%		91.3%

New Category	Existing Category

The market and industry outlook reveals the following new growth categories for (company name):
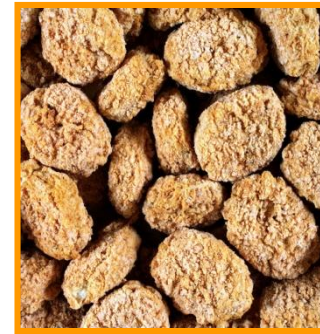
New Growth Categories

Processed Cheese

Chocolates & Confectioneries

Sparkling Juices

Frozen Processed Meats

Powder Milk

Waffles

Cake, Croissant and Other

Chewing Gum

Rice

Tomato Paste

In order for (company name) to achieve, we recommend the following:

- ❑ **(company name)** must build, sustain and grow a commodity product portfolio that target the following channels:
  - ❑ Wholesale Channels
  - ❑ Hotels, Restaurant and Catering ((COMPANY NAME))
- ❑ This portfolio must includes the following category in addition to many other categories that are highly consumed in those channels:
  - ❑ Vegetable Oils
  - ❑ Processed Cheese
  - ❑ Tomato Paste
  - ❑ Rice, Pasta
  - ❑ Olive oil and olive
  - ❑ Juices Tetra Pack

- ❑ **(company name)** must have an upgraded portfolio of products that target :
  - ❑ Supermarkets
  - ❑ Mini- markets
  - ❑ Large Groceries
  - ❑ This portfolio must contain the following:
  - ❑ Confectionery Chocolate
  - ❑ Biscuits , Crackers
  - ❑ Juices PET
  - ❑ Chips & Bufak
  - ❑ Chewing Gum
  - ❑ Tuna range
  - ❑ Sparkling Juices
- ❑
- ❑ **(company name)** must build the right strong capabilities to be able to achieve its growth, these most important capabilities are:
  - ❑ Strong HR structure
  - ❑ Strong structure of Marketing
  - ❑ Strong structure of sales
  - ❑ Key Account Management team
  - ❑ Specialized merchandisers
  - ❑ Strong warehouse management system
  - ❑ Strong information technology and reports systems

- ❑ **(company name)** must improve visibility if its products in supermarket /supermarket channel either by assigning specialized merchandisers from its own team (or outsource them from local market) to be able to compete with the fierce competition and standout off the crowd

Key Success Factors

Despite the positive outlook for (company name) , there are always key business risks which must be managed. There are also several critical success factors that must be mastered to operate profitably

Critical Success Factors	Description
Brand Performance	• Develop distinctive products that attract and delight customers • Sales & Marketing efforts that stress (company name) points of distinctiveness • Identify the most appropriate prices for target customers for each product
Team building	• Recruiting the best people to perform • Put the right people in the right place
Category Dominance	• Sheer variety and quantity of popular products in certain categories • Focus on high turn over category in specific channel
Superior Accounts Receivables Management	• Reduce risk of bad de(company name) • Free sufficient cash to finance operations and growth
Strong Marketing and Sales Planning	• Short, medium and long term Plans • Channels ,category and customer planning • Clear budget with level of authority

Executive Summary
Road Map

✓ FOR IMPROVEMNET, A WELL PLANNED PROGRAM SHOULD BE IMPLEMENTED OVER **9** MONTHS AND DIVIDED INTO **4** PHASES

Mobilization

- Identify development team
- Set teams objective
- Put action plan
- Resources planning
- Setting project milestones
- Organization structure

Lay the tracks

- Develop Sales & Marketing policies & procedures
- Develop Human Resources policies & procedures
- Develop Purchasing policies & procedures
- Develop warehouse management policies & procedures
- Recruitment to fill in vacancies
- Establish Authority Matrix
- Phase one , Pilot test , restructuring of Jeddah Branch, increase sales , Key Account Management, product rationalization

Implementation

- Develop new strategy that is aligned with the previous phase
- Implementation of sales policies & procedures
- Implementation of Marketing policies & procedures
- Implementation of human resources policies & procedures
- Implementation of warehouse management
- Implementation of purchasing policies & procedures
- Implementation of authority matrix

Launch & Sustain

- Evaluate authority matrix efficiency and fine tune when needed
- Cascade sales policies & procedures to other regions/branches
- Evaluate and measure performance of Implementation of sales policies & procedures and adapt it to suit the real situation on ground
- Evaluate and measure performance of the policies implementation of: Human resources Purchasing Warehouse

| 30 Days | 90 Days | 90 Days | 60 Days |

Executive Summary
Road Map

✅ **Program Content**

Organization Structure & Authority Matrix	• Develop general organization structure for the company and for each department • Establish authority matrix • Define relationship between the board, general manager and department managers

Marketing Policies & Procedures	• Marketing plan • Media & advertising • Brand management • New product launch • Product rationalization • Special offers policies and evaluation

Sales Policies & Procedures	• Sales targets • Channels segmentations • Key account management • Sales team performance evaluation • Customer classification • Returns policies & procedures • Channels strategies and plans • Sales incentive • Cash van operation

Human Resources Policies & Procedures	• Recruitment policies & procedures • Staff file maintenance • Training • Allowance management • Salary scale • Travel expenses • Compensation & benefits

Logistics Services	• Stock management policies & procedures • Warehouse management • Supply chain management • Purchasing policies & procedures

Executive Summary
Road Map

✅ **Pilot test & Fine tune**

Pilot test **Jeddah Branch**	**Launching Phase One:** • Sales Plan • Organization structure • Product portfolio evaluation • Key Account Management & contracts • Sales forecast • Cash van operation • Customers / channels pricing strategy • Sales incentive scheme • Customers classification and channel segmentation • Customer services • Sales targets • Brand management

(company name) Operating Model
Organization Structure

We recommend a functional organization structure for (company name) to strengthen the capabilities and performance of each function and its core tasks

General Manager

- Sales & Marketing Manager
  - Marketing Coordinator
    - Merchandiser
  - Sales Manager
    - Sales Team / Wholesale
    - Retail / Cash Van Sales Supervisor
    - Key Account Manager
- Finance Manager
  - IT Manager
    - IT Team
  - AR / AP
  - Treasury
  - Investment
  - Accounting
- Supply Chain Manager
  - Warehousing Team
  - Purchasing Team
  - Factory Manager
    - Production Team
- Administration Manager
  - Personnel and HR Officer
- Acquisition Committee

Growth Strategy
Industry Trends

Trend

1	Hypermarkets, supermarkets power
2	Retail & shopping experience boom
3	Direct store delivery
4	Fierce competition
5	Consolidation
6	Private label

Impact

➤ Increase buying power of channels & , margin collapsed by manufacturers

➤ increase of shopping varieties,& visit frequency (2 X week) & smaller basket size

➤ Restraints on deliveries and increase of deliveries cost

➤ Squeezed margins (end-to-end efficiency a must)

➤ Category consolidation and High barriers to entry

➤ Lower margins & market share leading to more demand on innovation

Retail is Power